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## **Leading with style: An investigation of the way leaders communicate with subordinates**

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## Appendix 1

*Overview of the items of the perceived performance scale, the satisfaction with the leader scale and the intention to leave scale.*

Criterion	Item
Perceived performance <sup>a</sup>	My supervisor has success in the organization. Compared to other supervisors, my supervisor is not very efficient. (R) The way my supervisor carries out his/her role as leader is a good example for others. My supervisor often fails to meet his/her targets. (R) I consider my supervisor to be highly effective in his/her role as leader.
Satisfaction with the leader <sup>b</sup>	I feel fortunate with this supervisor. There is quite a bit to improve in the leadership of my supervisor. (R) I enjoy working with this supervisor. At times I think: "If only I had another supervisor." (R)
Intention to leave	I often think of leaving the organization. <sup>c</sup> It is very possible that I will look for a new job next year. <sup>c</sup> If I may choose again, I will choose to work for the current organization. (R) <sup>c</sup> I'd like to work in this company until I reach retirement age. (R) <sup>d</sup>

<sup>a</sup> based on Hooijberg's (1996) scale, <sup>b</sup> based on De Vries et al.'s (2010) scale, <sup>c</sup> from Chen et al.'s (1998) scale and <sup>d</sup> from Randsley de Moura et al.'s (2009) scale.

## Appendix 2

### *Items of the other-version of the Communication Styles Inventory (CSI)*

Questionnaire number	facet	R <sup>a</sup>	Item
Expressiveness			
1	Talkativeness		He/she always has a lot to say.
25	Talkativeness		He/she has a hard time keeping him-/herself silent when around other people.
49	Talkativeness	R	He/she is never the one who breaks a silence by starting to talk.
73	Talkativeness		He/she likes to talk a lot.
7	Conversational Dominance		He/she often takes the lead in a conversation.
31	Conversational Dominance	R	Most of the time, other people determine what the discussion is about, not him/her.
55	Conversational Dominance		He/she often determines which topics are talked about during a conversation.
79	Conversational Dominance		He/she often determines the direction of a conversation.
13	Humor		Because of his/her humor, he/she is often the centre of attention among a group of people.
37	Humor	R	He/she has a hard time being humorous in a group.
61	Humor		His/her jokes always draw a lot of attention.
85	Humor		He/she often manages to make others burst out laughing.
19	Informality	R	He/she communicates with others in a distant manner.
43	Informality	R	He/she behaves somewhat formally when he/she meets someone.
67	Informality		He/she addresses others in a very casual way.
91	Informality	R	He/she comes across as somewhat stiff when dealing with people.

*(continued)*

## Appendix 2 (continued)

Questionnaire number	facet	R <sup>a</sup>	Item
Preciseness			
2	Structuredness		When he/she tells a story, the different parts are always clearly related to each other.
26	Structuredness	R	He/she sometimes finds it hard to tell a story in an organized way.
50	Structuredness		He/she always expresses a clear chain of thoughts when he/she argues a point.
74	Structuredness		His/her stories always contain a logical structure.
8	Thoughtfulness		He/she thinks carefully before he/she says something.
32	Thoughtfulness		He/she weighs his/her answers carefully.
56	Thoughtfulness	R	The statements he/she makes are not always well thought out.
80	Thoughtfulness		He/she chooses his/her words with care.
14	Substantiveness		Conversations with him/her always involve some important topic.
38	Substantiveness		You won't hear him/her jabbering about superficial or shallow matters.
62	Substantiveness	R	He/she is someone who can often talk about trivial things.
86	Substantiveness		He/she rarely if ever just chatters away about something.
20	Conciseness		He/she doesn't need a lot of words to get his/her message across.
44	Conciseness		Most of the time, he/she only needs a few words to explain something.
68	Conciseness	R	He/she is somewhat long-winded when he/she needs to explain something.
92	Conciseness		With a few words he/she can usually clarify his/her point to everybody.

*(continued)*

## Appendix 2 (continued)

Questionnaire number	facet	R <sup>a</sup>	Item
Verbal Aggressiveness			
3	Angriness		If something displeases him/her, he/she sometimes explodes with anger.
27	Angriness	R	Even when he/she is angry, he/she won't take it out on someone else.
51	Angriness		He/she tends to snap at people when he/she gets annoyed.
75	Angriness		He/she can sometimes react somewhat irritably to people.
9	Authoritarianism	R	He/she is not very likely to tell someone what they should do.
33	Authoritarianism		He/she sometimes insists that others do what he/she says.
57	Authoritarianism		He/she expects people to obey when he/she asks them to do something.
81	Authoritarianism		When he/she feels others should do something for him/her, he/she asks for it in a demanding tone of voice.
15	Derogatoriness	R	He/she never makes fun of anyone in a way that might hurt their feelings.
39	Derogatoriness		He/she has at times made people look like fools.
63	Derogatoriness		He/she has been known to be able to laugh at people in their face.
87	Derogatoriness		He/she has humiliated someone in front of a crowd.
21	Nonsupportiveness	R	He/she can listen well.
45	Nonsupportiveness	R	He/she always shows a lot of understanding for other people's problems.
69	Nonsupportiveness	R	He/she always takes time for someone if they want to talk to him/her.

*(continued)*

## Appendix 2 (continued)

Questionnaire number	facet	R <sup>a</sup>	Item
93	Nonsupportiveness	R	He/she always treats people with a lot of respect.
Questioningness			
4	Unconventionality		He/she sometimes tosses bizarre ideas into a group discussion.
28	Unconventionality		He/she often says unexpected things.
52	Unconventionality		In discussions, he/she often puts forward unusual points of view.
76	Unconventionality		In conversations, he/she often toys with some very wild ideas.
10	Philosophicalness	R	He/she never enters into discussions about the future of the human race.
34	Philosophicalness		He/she likes to talk with others about the deeper aspects of our existence.
58	Philosophicalness	R	He/she never engages in so-called philosophical conversations.
82	Philosophicalness		He/she regularly has discussions with people about the meaning of life.
16	Inquisitiveness		During a conversation, he/she always tries to find out about the background of somebody's opinion.
40	Inquisitiveness	R	He/she doesn't bother asking a lot of questions just to find out why people feel the way they do about something.
64	Inquisitiveness		He/she asks a lot of questions to uncover someone's motives.
88	Inquisitiveness		He/she always asks how people arrive at their conclusions.
22	Argumentativeness		To stimulate discussion, he/she sometimes expresses a view different from that of his/her conversation partner.

*(continued)*

## Appendix 2 (continued)

Questionnaire			
number	facet	R <sup>a</sup>	Item
46	Argumentativeness		He/she likes to provoke others by making bold statements.
70	Argumentativeness		He/she tries to find out what people think about a topic by getting them to debate with him/her about it.
94	Argumentativeness		By making controversial statements, he/she often forces people to express a clear opinion.
Emotionality			
5	Sentimentality		When he/she sees others cry, he/she has difficulty holding back his/her tears.
29	Sentimentality	R	During a conversation, he/she is not easily overcome by emotions.
53	Sentimentality		When describing his/her memories, he/she sometimes gets visibly emotional.
77	Sentimentality		People can tell that he/she is emotionally touched by some topics of conversation.
11	Worrisomeness		When he/she is worried about something, he/she finds it hard to talk about anything else.
35	Worrisomeness		He/she tends to talk about his/her concerns a lot.
59	Worrisomeness		People can tell when he/she feels anxious.
83	Worrisomeness		When he/she worries, everybody notices.
17	Tension		Because of stress, he/she is sometimes unable to express him-/herself properly.
41	Tension		He/she can be visibly tense during a conversation.
65	Tension	R	He/she is able to address a large group of people very calmly.

*(continued)*

## Appendix 2 (continued)

Questionnaire number	facet	R <sup>a</sup>	Item
89	Tension		He/she finds it hard to talk in a relaxed manner when what he/she has to say is valued highly.
23	Defensiveness		The comments of others have a noticeable effect on him/her.
47	Defensiveness	R	Nasty remarks from other people do not bother him/her too much.
71	Defensiveness		When people criticize him/her, he/she is visibly hurt.
95	Defensiveness		He/she is not always able to cope easily with critical remarks.
Impression Manipulativeness			
6	Ingratiation		He/she sometimes praises somebody at great length, without being really genuine, in order to make them like him/her.
30	Ingratiation		In discussions he/she sometimes expresses an opinion he/she does not support in order to make a good impression.
54	Ingratiation		Sometimes he/she uses flattery to get someone in a favorable mood.
78	Ingratiation		To be considered likeable, he/she sometimes says things his/her conversation partner likes to hear.
12	Charm		He/she sometimes uses his/her charm to get something done.
36	Charm		He/she sometimes flirts a little bit to win somebody over.
60	Charm	R	He/she would not use his/her appearance to make people do things for him/her.
84	Charm		He/she sometimes puts on a very seductive voice when he/she wants something.

*(continued)*



## Appendix 2 (*continued*)

Questionnaire number	facet	R <sup>a</sup>	Item
18	Inscrutableness		He/she makes sure that people cannot read it from his/her face when he/she doesn't appreciate them.
42	Inscrutableness		Even when people ask for his/her thoughts on something, he/she seldom speaks his/her mind if those thoughts are unacceptable for others.
66	Inscrutableness		He/she is able to hide negative feelings about other people well.
90	Inscrutableness	R	Other people can easily tell when he/she thinks badly about them.
24	Concealingness		He/she sometimes conceals information to make him/her look better.
48	Concealingness		He/she sometimes 'forgets' to tell something when this is more convenient for him/her.
72	Concealingness	R	He/she tells people the whole story, even when this is probably not good for him/her.
96	Concealingness	R	Even if he/she would benefit from withholding information from someone, he/she would find it hard to do so.

<sup>a</sup> = Recoded item: 1=5, 2=4, 4=2, 5=1.

## Appendix 3

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### *Scenarios Study Chapter 5*

#### **General introduction:**

“Imagine: You just started to work in a new job three months ago. You didn’t know your new colleagues. As far as you can assess at this moment, the work is just as you expected. Even though you have only worked for a short time in this new job, you have formed an image of the communication style of your new supervisor. If you had to describe it, you would do so as follows”.

#### **Conditions:**

##### ***Preciseness high:***

My new supervisor tells coherent stories, which are logically structured. He nearly always thinks carefully before he speaks and thereby he doesn’t need a lot of words to make his point. Moreover, he rarely talks about trivia.

##### ***Preciseness low:***

My new supervisor tells incoherent stories, which are not very logically structured. He doesn’t always think carefully before he speaks and thereby he needs a lot of words to make his point. Moreover, he regularly talks about trivia.

##### ***Expressiveness high:***

At the same time it is easy to have a conversation with my new supervisor. He is informal and not stand-offish. In his company people laugh a lot and in a group he usually has something to say. Often he is the one who directs a conversation and who determines which subjects are discussed.

##### ***Expressiveness low:***

At the same time it is not easy to have a conversation with my new supervisor. He is formal and stand-offish. In his company people don’t laugh a lot and in a group he rarely has something to say. Often others direct a conversation, not he, and others determine which subjects are discussed.